The Office of Intergovernmental Affairs

Annual Accountability Report For The Fiscal Year 2001-2002

August 23, 2002

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1.0 Accountability Statement

The accountability report of Nova Scotia Office of Intergovernmental Affairs ending March 31, 2002, is prepared pursuant to the Provincial Finance Act and government policy and guidelines. These authorities require the reporting of outcomes against Intergovernmental Affairs' business plan information for the fiscal year 2001-02. The reporting of outcomes necessarily includes estimates, judgments and opinions by Intergovernmental Affairs management.

We acknowledge that this accountability report is the responsibility of Intergovernmental Affairs management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the Office's business plan for the year.

Minister

Deputy Minister of the Office of Intergovernmental Affairs

2.0 Message from the Minister

I am pleased to provide this report on the Office of Intergovernmental Affairs' achievements for the fiscal year 2001 - 2002. During this fiscal period Intergovernmental Affairs played a key role, working with other provincial departments and agencies, to advance the Campaign for Fairness. As a result Nova Scotia made significant progress in generating support in this Province and across Canada towards convincing the federal government to fulfil its commitment under the Canada-Nova Scotia Offshore Accord that Nova Scotia would be the principal beneficiary of its offshore resources.

An all-party resolution in the House of Assembly supported the cause, and a Herald/CRA poll in August 2001 indicated that 80% of Nova Scotians supported the campaign. The approach was endorsed by the business community, along with Alberta Premier Ralph Klein and former Premier Peter Lougheed. Further support was offered by the Government of Newfoundland which agreed to collaborate with Nova Scotia in encouraging the Government of Canada to review its position on offshore revenue sharing.

Other major achievements in this period occurred at both the regional and national levels. In Atlantic Canada, Intergovernmental Affairs participated in the development of a new action plan for regional cooperation which was approved at the Council of Atlantic Premiers meeting in November 2001. *Working Together for Atlantic Canada: An Action Plan for Regional Cooperation* presents a bold vision of regional cooperation to improve services to citizens, increase business competitiveness, and build capacity.

The issues of health care and health care financing were placed at the forefront of the national agenda by the Annual Premiers' Conference held in August 2001 and the Premiers' meeting on health care held in January 2002. Intergovernmental Affairs worked closely with colleagues in other Provinces and the Territories and with the Nova Scotia Department of Health to develop the positions and the areas for cooperation adopted at these meetings.

During this period Intergovernmental Affairs also assumed a number of new duties and responsibilities. The Office assisted the Department of Natural Resources in defining criteria for an equitable sharing of the economic costs that could attend ratification of the Kyoto Protocol. The Office also coordinated Provincial input preliminary to the third-year review of the Social Union Framework Agreement.

Intergovernmental Affairs was successful in realizing its objectives through a wide variety of operational activities. These activities ranged from the preparation of briefing material and advising the Premier for intergovernmental meetings, through interjurisdictional liaison, information gathering, and negotiation, to strategic assessments of new Federal policy initiatives. In carrying out these functions Intergovernmental Affairs helped to ensure that Nova Scotia's position on key issues was presented in a consistent and effective manner.

3.0 Introduction

This report sets out the achievements and progress made by Intergovernmental Affairs in fulfilling its goals and realizing its projected outcomes for the fiscal period April 1, 2001 to March 31, 2002. It is intended not only to inform both government and the public of our accomplishments but also of those areas where further work may be required to achieve a successful outcome.

During this fiscal year Intergovernmental Affairs worked on a number of major issues , notably, the Campaign for Fairness, enhanced regional cooperation, the softwood lumber dispute, Halifax airport pre-clearance for U.S. flights and climate change. In each of these areas the role of Intergovernmental Affairs varied depending upon the issue.

With respect to the Campaign for Fairness, Intergovernmental Affairs performed a lead role in the development and delivery of information to explain Nova Scotia's position to the Federal and other Provincial and Territorial governments. The Atlantic Canada Action Plan for Regional Cooperation required that the Office carry out an interdepartmental coordinating function to ensure agreement on issues and approaches. Intergovernmental Affairs also engaged in intergovernmental negotiations to arrive at initiatives that all four Atlantic Provinces could agree on. The Office's role with regard to softwood lumber and pre-clearance focused largely on helping to develop the Province's negotiating stance and identifying appropriate venues for the Premier and senior government officials to advance Nova Scotia's position. In the area of climate change, the Office led development of a new Provincial/Territorial cost-sharing arrangement with the Federal government for climate change projects and co-chaired the Federal/Provincial task group to examine criteria for the equal sharing of climate change costs.

As ever, Intergovernmental Affairs provided briefings and strategic advice to the Premier for meetings at the First Ministers' level. Besides the Annual Premiers' Conference in Victoria, British Columbia, in August 2001, there was also a special meeting of Premiers on Health Care in Vancouver in January 2002. At both meetings, Nova Scotia's key interests in health care and fiscal arrangements were recognized. Atlantic Premiers met three times during 2001 (in Charlottetown in April and July, and in St John's in November) and Eastern Canadian Premiers met New England Governors in Westbrook, Connecticut, in August 2001.

In order to facilitate a comparison of what we expected and what was achieved, our business plan goals for the 2001 - 2002 fiscal year are identified. Achievements by Intergovernmental Affairs during the period are directly tied to priority action items, identified in the business plan as necessary to realize these goals. Notwithstanding an inclusion of Intergovernmental Affairs's stated objectives for this period, it is recommended that this report be read in conjunction with our 2001 - 2002 Business Plan.

4.0 Progress and Accomplishments

4.1 FISCAL YEAR 2001 - 2002 BUSINESS PLAN GOALS

1. Ensure fairness to Nova Scotia in negotiations with the government of Canada and other governments.
2. Coordinate the overall intergovernmental strategy of the Nova Scotia government to ensure a corporate approach to other governments.
3. Build regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote regional programs and services which benefit citizens.
4. Expand Nova Scotia's international linkages to support and promote Nova Scotia's interests abroad.
5. Increase national, provincial, and regional awareness and understanding of Nova Scotia's position relative to key government issues.

4.2 ACHIEVEMENTS

Progress in carrying out the priority action items under each of the five goals set out in our 2001 - 2002 Business Plan is as follows:

1. Ensure fairness to Nova Scotia in negotiations with the government of Canada and other governments.

Provide operational and strategic policy support for the Campaign for Fairness.

The Office, in order to raise public awareness and gain provincial and Territorial support for Nova Scotia's position, developed campaign literature setting out the case for a fairer share of offshore revenues, tracked media issues, and briefed the Premier and senior officials for key meetings with other governments. Senior Intergovernmental Affairs staff also met with officials in all Provinces and Territories to explain Nova Scotia's position and learn their views.

Seek to achieve changes in existing Federal-Provincial fiscal arrangements to attain fairness for Nova Scotians by coordinating negotiations with the Federal government at the First Ministers level on Equalization, offshore royalties and other fiscal arrangements.

On a bilateral basis, and through the Council of Maritime Premiers and Annual Premiers' Conference, Intergovernmental Affairs has worked cooperatively with the Department of Finance and other provincial government agencies to reinforce Nova Scotia's positions with respect to fiscal and offshore royalty arrangements. This work resulted in the Atlantic Premiers issuing a joint call for a strengthened Equalization Program that included the permanent removal of the ceiling and establishment of a 10-province standard following their meeting in Charlottetown on July 5, 2001. At the Annual Premiers' Conference in Victoria, August 2001, and the Premiers' meeting in Vancouver in January 2002, Premiers directed that further work should be done on fiscal arrangements by all Provincial and Territorial Finance Ministers based on the Atlantic Canada position.

Coordinate the development of this Province's intergovernmental and negotiating positions in such key areas as Climate Change and improved Federal support for post-secondary education.

Intergovernmental Affairs worked closely with Education and Economic Development on labour market matters and raised the issue of Nova Scotia's contribution to national training and education objectives in Federal and Provincial meetings. As well, the Office worked with Natural Resources to develop criteria for an equitable distribution of the economic costs should Canada ratify the Kyoto Protocol. Nova Scotia was successful in gaining Provincial and Territorial support for consideration of both fiscal capacity and the impact upon future economic development opportunity, such as new offshore petroleum development, in any assessment of the economic consequences of a national plan to address climate change.

Work closely with Provincial departments engaged in negotiations on key Nova Scotia government priorities, such as Finance on fiscal arrangements, Transportation and Public Works on highways and infrastructure, Natural Resources and Environment & Labour on climate change and Community Services on the National Children's Agenda.

Intergovernmental Affairs worked with Nova Scotia departments and other Provinces and Territories to place fiscal arrangements, infrastructure and children's issues on the agenda for the 42nd Annual Premiers' Conference in Victoria B.C.. The final communiqués and statements reflected Nova Scotia's concerns in all three areas. The Office also joined with Finance, Natural Resources, and other departments to carry out an assessment of the economic impacts that would attend ratification of the Kyoto Protocol.

2. Coordinate the overall intergovernmental strategy of the Nova Scotia government to ensure a corporate approach to other governments.

Lead intelligence gathering and development of central agency expertise by monitoring Federal and other Provincial developments to ensure that Nova Scotia can act in a proactive fashion.

Intergovernmental Affairs maintained linkages with the Federal Government and with other Provinces and Territories in order to track positions and policy developments in such diverse areas as: Federal/Provincial fiscal arrangements, climate change, labour market development, and constitutional matters, and conveyed this information to appropriate Nova Scotian Departments. In addition, a series of cross-country meetings were held with Provincial and Territorial officials to gather information and rally support for the Campaign for Fairness. Further action included working closely with other government departments on the softwood lumber dispute, the national shipbuilding policy and the Premier's presentation to the Canada Transport Act Review Panel.

Develop Nova Scotia's position on Canadian governance issues, national unity and Constitutional matters and advance these positions with the Federal, Provincial and Territorial Governments.

In May 2001 the Prime Minister established a Liberal Caucus Task Force on Urban Issues to examine how the Federal government "could better focus its efforts in cities". Intergovernmental Affairs coordinated departmental input and worked with Service Nova Scotia and Municipal Relations to draft a response to the Liberal Task Force's request for comments on its mandate. Nova Scotia's concerns respecting the need both to examine the current level of Federal support for urban infrastructure and to ensure that Federal programs coincided with Provincial priorities were recognized in the Task Force's Interim Report. Intergovernmental Affairs also provided advice to departments on national unity and constitutional developments as requested throughout the year.

Provide strategic policy advice and support to the Premier as he advances Nova Scotia's priority agenda at First Ministers' Meetings and Annual Premiers' Conferences.

Intergovernmental Affairs coordinated the preparation of briefing notes and other required background material and advice for intergovernmental meetings at the First Ministers' level, and provided strategic advice both before and during the meetings. Intergovernmental Affairs ensured the Premier was well briefed on all issues for the Annual Premiers' Conference in 2001 and provided support for a major intervention by Premier at the Conference on transportation issues. Issues raised

by the Premier included: the need for a national highway infrastructure funding program, Federal funding support for small regional/local airports in the wake of divestiture by Transport Canada, and the importance of a strong rail network not only for continued growth in the port of Halifax but also to maintain the country's status as a major trading nation. A First Ministers' Meeting (Federal/Provincial/Territorial) was not held in this fiscal year.

Through consultation with Federal/Provincial line departments, support the identification of priorities and opportunities for Federal-Provincial cooperation.

The Office worked with the Petroleum Directorate, Economic Development and Finance to scope out elements of a strategic investment strategy for Atlantic Canada. Intergovernmental Affairs also worked with the Departments of Education, Economic Development and Community Services, to review the Labour Market Development Agreement.

Build strategic alliances on Federal/Provincial issues with other Provinces and Territories so as to develop common positions that Premiers and Ministers can advance to Ottawa.

Following the Annual Premiers' Conference in 2001, the chair, Premier Campbell of British Columbia, wrote a letter to the Prime Minister reflecting the concerns of the Provinces and Territories related to sustainable health care, restoring the Federal/Provincial/Territorial partnership in health services to aboriginal Canadians, international energy markets, fetal alcohol syndrome prevention, subsidies in agriculture that serve to impede trade, and restoring Canada's infrastructure. Intergovernmental Affairs helped to broker agreement with the other Provinces and Territories on all of these issues prior to and during the Annual Premiers' Conference.

Intergovernmental Affairs led development of a common Atlantic Canada position on the Federal role in water quality management for the Annual Premiers' Conference and worked to ensure support for the Nova Scotian position that equalization of costs at the Provincial and Territorial level and not on a regional basis is a necessary condition for Federal/Provincial cooperation on climate change.

Premiers' commitments at the Annual Premiers' Conference to cooperate in the review of health services human resource management, the provision of pharmaceuticals, scope of responsibility assigned health care professionals, and long term care and home care, were further discussed at their meeting in January 2002, in Vancouver. Health and Intergovernmental Affairs worked together to ensure common Provincial/Territorial positions on these issues, resulting in focused cooperation on health care initiatives.

Ensure the implementation of the Framework Agreement on the Social Union (SUFA) addresses Nova Scotia's concerns and needs through participation in intergovernmental and interdepartmental committees.

Intergovernmental Affairs worked closely with other Provinces, Territories and the Federal government to develop a SUFA compliant dispute resolution mechanism to resolve interjurisdictional conflicts arising under the *Canada Health Act*, and a public consultation process for the mandatory third year review of the Social Union Framework Agreement

Lead the Nova Scotia team of officials and legal advisors mandated to resolve the Nova Scotia-Newfoundland boundary dispute.

The Boundary Panel handed down its final decision on the Nova Scotia / Newfoundland Boundary Dispute in May 2001.

3. Build regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote regional programs and services which benefit citizens

Identify areas where a united Atlantic position towards Ottawa can yield policy and material benefits and work with Atlantic officials to develop this position for Premiers' approval.

On a bilateral basis and through the Council of Atlantic Premiers (CAP), Intergovernmental Affairs worked with our Atlantic colleagues in ensuring common Atlantic Province positions in such key areas as softwood lumber, ship building and marine fabrication, equalization, and health care.

Identify areas where regional cooperation can yield economies of scale and more efficient delivery of services to Nova Scotians and work with Atlantic officials to develop program proposals for Premiers' approval.

Intergovernmental Affairs worked with our Atlantic colleagues and the Council of Atlantic Premiers (CAP) in the development of a regional action plan. *Working Together for Atlantic Canada: An Action Plan for Regional Cooperation* was approved by the Council of Atlantic Premiers at their meeting in St. John's, Newfoundland in November 2001. The Action Plan outlines an agenda aimed at strengthening regional competitiveness and improving the quality and cost-effectiveness of public services to Atlantic Canadians. Measures in the plan address a wide range of issues including: health care, education and skills development, energy, the environment, transportation, research and innovation, and Atlantic procurement. Intergovernmental Affairs, through collaboration with departmental officials, both prompts and tracks the implementation of the Action Plan's initiatives within Nova Scotia.

Provide strategic advice and support to the Premier for and during meetings of the Council of Atlantic Premiers, of the Council of Maritime Premiers, and of the New England Governors and Eastern Canadian Premiers.

Intergovernmental Affairs provided strategic advice and support to the Premier during three meetings of the Council of Atlantic Premiers. Atlantic Premiers focused their discussions during these sessions on a number of international and international issues affecting Atlantic Canada. These included: softwood lumber, equalization, health care, skills and post-secondary education, transportation, energy, ship building, and economic development.

Intergovernmental Affairs also provided strategic advice and support to the Premier during the 26th Annual Conference of New England Governors and Eastern Canadian Premiers. Governors and Premiers passed resolutions on energy and its development, management and delivery, environmental action on acid rain and mercury, trade and globalization, and the knowledge industry.

Participate in the Steering Committee on Regional Cooperation (SCRC) which is the intergovernmental coordinating committee that provides executive support to the Council of Maritime Premiers (CMP) and the Council of Atlantic Premiers (CAP).

The Office actively participated in meetings/conference calls of the Steering Committee on Regional Cooperation. Work carried out by this committee included: coordination and participation in the preparation of agendas for Council meetings, the identification of issues of common concern, the preparation of proposals for cooperative action, monitoring and reporting on the progress of projects carried out under the Councils, and on behalf of the Premiers between meetings, made decisions respecting grant requests and in-year budget changes.

Provide strategic policy assessments to the Premier and the Executive Council on the role and future directions of the Council of Maritime Premiers and the Council of Atlantic Premiers and other regional economic and policy issues.

Intergovernmental Affairs participated in the review of existing cooperation mechanisms, and explored new ideas and opportunities where regional cooperation may be beneficial. To that end, Intergovernmental Affairs managed the stakeholder consultations to seek advice and input into the ideas presented by Dr. Charles McMillan in his May 2001 report, *Focusing on the Future: The New Atlantic Revolution*. Dr. McMillan's recommendations provided a starting point for a new action plan for regional cooperation.

In addition, the Office, along with Newfoundland Intergovernmental Affairs, is leading a review of the existing Council of Maritime Premiers' secretariat's functions to ensure that the secretariat can

fully support the mandate of the Council of Maritime Premiers while also serving as the secretariat for the Council of Atlantic Premiers.

Participate in the Coordinating Committee which coordinates all activities of the New England Governors and Eastern Canadian Premiers (NEG/ECP) Conference and meets as required between annual meetings of the principals.

Intergovernmental Affairs participated in the April 24, 2001 meeting of the Coordinating Committee, which determined the agenda for the NEG/ECP Conference later that year.

Identify areas where a united NEG/ECP position towards their respective Federal governments can yield policy and material benefits and work with the regional officials to develop this position for Premiers' and Governors' approval.

At the 26th Annual Conference of New England Governors and Eastern Canadian Premiers in Westbrook, Connecticut, August 26-28, 2001, Governors and Premiers approved a resolution prepared for their consideration, in support of a North American energy market, energy trading under NAFTA and the adoption of a Climate Change Action Plan.

Participate, with Economic Development, as a member of the NEG/ECP Standing Committee on Trade and Globalization directed to examine and make recommendations regarding issues, opportunities and constraints related to trade and globalization relative to the New England and Eastern Canadian regions.

Intergovernmental Affairs, with the Provincial Trade Representative, participated in conference calls and meetings of the Standing Committee on Trade and Globalization. A work plan for the period 2001-2003, and proposals to undertake a study to assess trade and transportation challenges and a trade and infrastructure study, prepared by the committee, were approved by Governors and Premiers at their 26th Annual Conference. Effective September 1, 2001, Nova Scotia assumed the position of Canadian co-chair of this committee.

4. Expand Nova Scotia's international linkages to support and promote Nova Scotia's interests abroad.

Support the development of trade and investment and ensure Nova Scotia departments and agencies are kept abreast of international ideas.

Action on this general priority is covered by achievements noted for each of the following more specific priorities listed under this goal.

Manage, with Economic Development, the participation of the Premier in Team Canada and Team Canada Atlantic Trade Missions.

For the Team Canada Atlantic Trade mission to Atlanta, Georgia, in May 2001, Intergovernmental Affairs advised the Premier on meetings with American industry officials in order to promote Nova Scotia's position on trade issues and prepared the Premier for meetings with the Prime Minister on shipbuilding, softwood lumber and other trade and economic development issues. Intergovernmental Affairs also participated in and provided advice to the Premier for the Team Canada Trade mission to Russia and Germany, February 2002.

Coordinate with Economic Development and Protocol to ensure that the Premier is fully briefed for visits of foreign Ambassadors, High Commissioners and Consuls.

The Office prepared executive summaries and supplied background information on the Federal and international relationship to the Premier when he received the Ambassadors from the following countries: Spain, Norway, Italy, United Kingdom, United States of America, Austria and Sweden.

Ensure that Nova Scotia policy positions are conveyed, as necessary, to Canadian diplomatic posts abroad, in particular, to the Canadian Consulate-General in Boston, Massachusetts, and other posts in the United States.

Regular contact was maintained with the Canadian Embassy in Washington DC and the Canadian Consulate-General in Boston, Massachusetts, and staff participated in the Embassy's consultations in March 2002 with Provinces and Territories.

Ensure that Nova Scotia's policy and trade positions are known to the appropriate diplomatic representatives accredited to Canada.

Meetings were held by Intergovernmental Affairs with local honorary consuls to discuss issues of mutual concern.

Provide line departments and agencies with information gathered from foreign governments and from the Federal Department of Foreign Affairs and International Trade (DFAIT), and its posts abroad

Intergovernmental Affairs serves as the government contact for DFAIT Infoflow. Regular updates received from DFAIT and situation reports from Canadian posts abroad, were conveyed to Nova Scotia line departments.

Maintain and update the database of Nova Scotia's memoranda of understanding with foreign governments

Intergovernmental Affairs regularly updated its database with input and cooperation from line departments.

5. Increase national, Provincial, and regional awareness and understanding of Nova Scotia's position relative to key government issues.

Ensure that the Nova Scotia perspective is considered in the development of Federal policy by working with the Intergovernmental Affairs section of the Privy Council Office, and with other Federal agencies/departments in Ottawa and in the Atlantic region (e. g., the Atlantic Canada Opportunities Agency).

In meetings with our Federal counterparts, Intergovernmental Affairs has consistently promoted a fairer sharing of revenues from offshore oil and gas development and improved fiscal arrangements, and has raised Nova Scotia's concerns over such issues as US Softwood tariffs. Intergovernmental Affairs also worked aggressively to push the U.S. Customs pre-clearance issue, a national ship building policy and the Province's concerns about a possible free-trade agreement with the European Free Trade Association to the forefront in our regular discussions with Ottawa, the Canadian Embassy in Washington, DC, and with our regional counterparts.

Maintain and expand the network of Federal, Provincial and Territorial contacts in Intergovernmental Affairs and other departments so as to exchange information and policy positions.

In addition to maintaining its extensive network with other government departments and agencies Intergovernmental Affairs expanded its contacts in environmental and energy ministries to address such issues as climate change and a continental energy market.

Maintain regular contact with line departments respecting their intergovernmental activity, and keep them abreast of issues involving other governments

Regular meetings were held by Office staff with line department officials to review their intergovernmental activity, and keep them abreast of issues involving other governments. I

Intergovernmental Affairs also provided updates to the regular meetings of communications directors and distributed the *Intergovernmental Affairs Monitor* to senior officials, policy and communications directors.

Develop communications objectives to better position the Province of Nova Scotia in its communications with other jurisdictions and with key internal audiences.

Communications objectives were defined by Intergovernmental Affairs to better position the Province of Nova Scotia in its communications with other jurisdictions and with key internal audiences

Enhance relations with the media to increase understanding of Nova Scotia's intergovernmental positions. Improve Intergovernmental Affairs' internet capacity and presence.

Intergovernmental Affairs prepared briefing material, background information and speaking notes for the Premier and senior officials meeting with the media for: the Campaign for Fairness ; the national shipbuilding policy issue; phase 1 of the boundary arbitration process; meetings at the Council of Maritime Premiers; the Annual Premiers Conference; and the Conference of New England Governors and Eastern Canadian Premiers. A new web site was established for the agency, and issue-focused sites have also been established by Intergovernmental Affairs to help communicate Office activities.

5.0 Financial Results

There were no significant variances between the budgeted net expenditures reported in the business plan and actual results.

	Estimate	Actual
	2001/02	**2001/02**
Salaries	**621.9**	**638.6**
Travel	125.4	120.5
Professional/Special Services	86.5	88.0
Supplies & Service	68.2	39.6
Other	94.0	48.4
Operating Expenses	**374.1**	**296.5**
Grants	**95.0**	**85.2**
Gross Expenses	**1091.0**	**1020.3**
Less:		
Recoveries (other)		
Salary recoveries		(15.2)
NET EXPENSES	**1,091.0**	**1,005.1**

6.0 Outcome Measures

6.1 Introduction

Five specific measures have been developed to assess Intergovernmental Affairs' progress in fulfilling its core business functions. While each measure relates to a specific goal or core business area of Intergovernmental Affairs, collectively they serve as qualitative measures of performance within three broad outcome areas:
(i) The development of an enhanced understanding and acceptance in this government and among other governments, of Nova Scotia's priority interests and positions on intergovernmental matters.
(ii) Interdepartmental coordination to ensure a corporate priority-based approach to Federal, Provincial, and Territorial issues.
(iii) Ensuring that intergovernmental negotiations are conducted according to the Province's corporate priorities and on the basis of a thorough knowledge of the issues involved and the interests and positions of other provinces.

It should be noted that it is not always possible to control the outcomes of activities which involve either negotiation or delivery by the line departments of government. Consequently, many of Intergovernmental Affairs activities are thus not quantifiable and speak more to capacity building within the Provincial government than specific outcomes of intergovernmental relations. In order to assess the extent to which this capacity within government has been improved Intergovernmental Affairs has based each of its outcome measures on a survey of its primary client group. This survey of twenty three Nova Scotia departments and agencies was designed to provide:

- an examination of the role and function of the Office within the Nova Scotia government
- an evaluation of the quality of the products and services offered by Intergovernmental Affairs to other departments
- an assessment of Intergovernmental Affairs's current business direction and,
- a determination of the extent to which Intergovernmental Affairs's organization and business direction are meeting the needs of its clients.

Because 2001-2002 was a developmental year in terms of building outcome/performance measures the information provided for this business year is intended to serve as a baseline against which progress in future years may be measured.

6.2 Measures

Degree of improvement in the level of awareness of Nova Scotia intergovernmental priorities across the provincial government.
One of Intergovernmental Affairs' five core business areas is to *coordinate the overall intergovernmental strategy of the Nova Scotia government to ensure a corporate approach to other governments.* The specific outcome being sought by Intergovernmental Affairs in this core area is a "Greater understanding of corporate positions and priorities relative to intergovernmental issues and negotiations."

What does the measure tell us?
This measure based on a survey of client departments and agencies indicates the percentage of clients whose understanding and awareness of key Provincial intergovernmental priorities and positions had been enhanced by Intergovernmental Affairs's efforts. Measured over successive years it will serve as a means to assess the degree of improvement in the level of awareness of intergovernmental priorities achieved by the Office.

Where are we now?
First year survey results indicate that 66% of Intergovernmental Affairs's clients believed that the Office had been successful in communicating Nova Scotia's key positions relative to intergovernmental issues.

Where do we want to go/be in the future?
Intergovernmental Affairs is seeking to increase this to 75 % by the close of the 2004-2005 fiscal year. Strategies to achieve this improvement include: improved monitoring of Federal and other Provincial developments to identify potential support for or conflict with, NS priorities; active participation in interdepartmental and intergovernmental committees to ensure NS interests and concerns are understood and acknowledged ; and, the provision of strategic policy advice to the Premier as he advances Nova Scotia's priority agenda at First Minister's Meetings and other key intergovernmental meetings.

Percentage of client departments recognizing Intergovernmental Affairs's role in ensuring fairness for NS in negotiations.

For its second core business area, *ensuring fairness to Nova Scotia in negotiations with the government of Canada and other governments*, Intergovernmental Affairs has as a desired outcome, success in ensuring that "Nova Scotia positions are reflected in bilateral and multilateral negotiations and agreements reached with the Federal and other governments."

What does the measure tell us?
This measure serves to indicate the level of success achieved by Intergovernmental Affairs in ensuring that the principle of fairness was an important consideration for line agencies and departments in negotiating agreements and arrangements with other jurisdictions. Achievement is expressed as the percentage of clients acknowledging Intergovernmental Affairs's role in promoting this principle in their intergovernmental negotiations.

Where are we know?
As a base year measurement, 63% of Intergovernmental Affairs clients indicated that fairness considerations played an important role in intergovernmental negotiations and discussions.

Where do we want to go/be in the future?
Intergovernmental Affairs is seeking to improve this to 80% by the close of the 2004-2005 fiscal year. Ongoing and planned action to achieve this target includes: using the opportunity provided Nova Scotia's position as chair of the Annual Premiers' Conference 2002-2003 to ensure our concerns and interests are known and considered in the development of the conference agenda and any subsequent follow-up work; coordinating the development of this Province's intergovernmental and negotiating positions in such key areas as Climate Change, the social union and improved Federal support for post-secondary education, health and economic development; and working closely with Provincial departments engaged in negotiations on key government priorities such as fiscal arrangements, health, security and skills and labour market issues.

Regional alliances and initiatives assisted by Intergovernmental Affairs.
Another of Intergovernmental Affairs' core business areas is *building on regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote programs and services which benefit all citizens of the region.* The desired outcome that falls within this core business area is "Stronger regional cooperation."

What does the measure tell us?
The level of assistance provided by Intergovernmental Affairs is expressed as the percentage of government departments and agencies indicating that Intergovernmental Affairs had been instrumental in the development or strengthening of regional alliances and programs. Regional cooperation can not only lead to economies of scale and the more efficient delivery of services to Nova Scotians but also through the advancement of united Atlantic positions towards Ottawa can yield policy and material benefits for this province.

Where are we now?
In 2001, 66% of Intergovernmental Affairs's clients indicated that the Office had been instrumental in building regional alliances.

Where do we want to go/be in the future?
For the fiscal year 2004-2005, Intergovernmental Affairs wishes to increase this percentage to 80%. Strategies and activity to meet this target include: coordinating implementation of the Atlantic Action Plan and continuing to identify under this plan new areas for consideration by Premiers; identifying areas where a united Atlantic position towards Ottawa would be beneficial; active participation in the Steering Committee for Regional Cooperation and the New England Governors Eastern Canadian Premiers Coordinating Committee; and, serving as co-chair of the NEG/ECP Standing Committee on Trade and Globalization.

The percentage of departments actively assisted by Intergovernmental Affairs in the development of international business and government contacts
Expanding the Province's international linkages to support and promote Nova Scotia's interests abroad is the fourth core business area for the Office of Intergovernmental Affairs The desired outcome for this core area is "Improved international linkages and international business and government contacts."

What does this measure tell us?
This measure respecting the percentage of departments aided by Intergovernmental Affairs in establishing new contacts provides an indication of both the level of effort by Intergovernmental Affairs and of Intergovernmental Affairs's success in facilitating new international government and business contacts.

Where are we now?
In the 2001-2002 fiscal year Intergovernmental Affairs's survey revealed that the Office had successfully assisted 37% of its client agency and departments in expanding their international contacts.

Where do we want to go/be in the future?
Intergovernmental Affairs 2004-20005 target for departments assisted with international linkages is 55%. Strategies and action to achieve this improvement include: managing with Nova Scotia Business Inc. the participation of the Premier in Team Canada and Team Canada Atlantic trade missions; providing line departments and agencies with information gathered from foreign governments and from the Federal Department of Foreign Affairs and International Trade respecting both relevant business and government initiatives; and, by ensuring that Nova Scotia's policy and trade positions and interests are known by the appropriate diplomatic representatives accredited to Canada.

Level at which line agency information requirements are being met by Intergovernmental Affairs respecting key intergovernmental contacts, sister agency interests and the positions of other jurisdictions.
Intergovernmental Affairs' fifth core business area is *increasing awareness and understanding both within the Nova Scotia government and in other governments, of the Province's position relative to key intergovernmental issues.* The outcome defined for this goal is "Greater awareness and understanding of Nova Scotian intergovernmental procedures, policies, practices and positions."

What does the measure tell us?
The level at which information requirements are being met is presented as the percentage of line agencies and departments indicating that information supplied by Intergovernmental Affairs on positions adopted by sister agencies and other governments was sufficient for them to effectively represent Nova Scotia's interests in their intergovernmental activities.

Where are we now?
Based on the 2001 survey, 66% of Intergovernmental Affairs's clients indicated that their information requirements were being met.

Where do we want to go/be?
Intergovernmental Affairs has targeted a 14% increase in departmental satisfaction with Intergovernmental Affairs's role in this area by the close of the 2004-2005 fiscal year. Strategies and activities to effect this improvement include: ensuring that the Nova Scotia perspective is considered in the development of Federal policy by working with the Privy Council Office and with other Federal agencies in Ottawa and in the Atlantic region; maintaining and expanding the network of Federal, Provincial and Territorial contacts in Intergovernmental Affairs and other departments; maintaining regular contact with line departments to keep them abreast of developing intergovernmental issues; and developing communications objectives to better position the Province in its communications with other jurisdictions.

6.3 Accountability

In Intergovernmental Affairs' business plan for this year only one measure was identified for all five core business areas: the degree of client satisfaction with the services provided by Intergovernmental Affairs.
It was indicated that the level of satisfaction would be determined by a client survey with the results used to establish a year 2001 - 2002 baseline and targets for improvement in subsequent years.

In carrying out this client survey Intergovernmental Affairs tailored the questions to focus on the desired outcome for each core business area; as a result, for Intergovernmental Affairs' 2002 - 2003 business plan it was possible to identify a specific client satisfaction measure for each core business function. In order to provide a better assessment of how Intergovernmental Affairs has performed in the past year in each of its core business areas, the five measures identified for Intergovernmental Affairs 2002 -2003 business plan have been used in this accountability report as the basis for assessing progress.